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ABSTRACT

This document contains nine strategic planning priorities and associated key objectives set by Austin Community College (ACC) (Texas) for 1999-2004. Planning priorities include: (1) expand existing and develop new instructional programs to meet identified community needs; (2) explore instructional delivery alternatives for courses and programs to ensure instructional flexibility; (3) improve student retention and educational goal completion for students attending ACC; (4) expand student recruitment efforts to increase access to higher education for the ACC service area; (5) develop facilities that meet instructional needs that are responsive to identified community needs; (6) expand relationships with the community regarding instruction; (7) ensure continued high quality teaching through expansion and continuous renewal of a strong core of professional faculty; (8) ensure increased operating effectiveness through improved internal administrative processes, a strengthened infrastructure, and consistent use of information for planning and decision making; and (9) ensure that the college has the resources to provide excellence and quality in all programs needed by the community. Following each of these nine priorities are key objectives and practical steps to accomplish each strategic planning priority. (PGS)

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Austin Community College

Strategic Planning for 1999 - 2004
College-wide Goals

ED 448 846

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STRATEGIC PRIORITY 1: EXPAND EXISTING AND DEVELOP NEW INSTRUCTIONAL PROGRAMS TO MEET IDENTIFIED COMMUNITY NEEDS

Key Objective: Increase and strengthen credit degree and certificate programs in instructional areas to meet identified community needs

Key Workforce Programs needed by the community

- Computer and Advanced Technology
  - Robotics*
  - Automated Manufacturing Systems*
  - Computer Certification*
  - Computer Information Systems
  - Semiconductor Manufacturing
  - Engineering Design Graphics
  - Computer Aided Design
  - Electronics
  - Geomatics/Surveying
- Health Sciences
  - Diagnostic Medical Imaging - Sonography (Echo Cardiography)*
  - Diagnostic Medical Imaging - Radiography (Cardio-vascular intervention)*
  - Dental Hygiene*
  - Clinical Assistant*
  - Surgical First Assistant*
  - Veterinary Technician*
  - Associate Degree Nursing
  - Vocational Nursing
  - Emergency Medical Services
- Business
  - Court Reporting*
  - Catering*
  - Small Business Management
  - Entrepreneurship
  - International Business
  - Fashion Design

* Indicates new program

Applied Tech
- Multi-media*
- Web Design*
- Turf Management*
- Golf Course Management*
- Electronic Printing

Communication Design Graphics
- Photography
- Audio Production

Commercial Music-Performance
- Interpreter Training
- Child Development-Head Start
- Sheet Metal Fabrication

Machining Technology
- Automotive Technician
- Emission Control

Key Academic/Transfer Program enhancements responding to community need

Math and Sciences
- Environmental Technology*
- Biotechnology
- Biology
- Geology
- Physics

Social and Behavioral Sciences
- Statistical Techniques and Research Methods*
- Geographic Information Systems*
- Anthropology-Archaeology

Arts and Humanities
- Technical Foreign Language, immersion opportunities*
- Radio/Television/Film

Key Objective: Expand alternative credit programs and services for workforce, continuing education, and life-long learning

Develop a strategic and tactical business plan specifying the expansion of service and programs in customized training, continuing education, modular delivery of credit courses, seminars, and distance learning

Develop short certificate programs in key workforce areas
- Alzheimer's Certificate
- Vascular Ultrasonography
- Mammography
- Computer System Administration
- Web Master

Expand specialized continuing education (CEU) offerings for current professionals

- Customer Support
- Safety Technology
- Cooking
- Small Business Development
- Real Estate
- Work Keys
- T-Compass Review
- Parasitology
- Specialty Care
- Clinical Preceptorship
- Physical Fitness Theory
- Chemical Dependency
- Health-related independent study courses
- Veterinary Practices
- Conferences

Increase opportunities for professional development through specialized workshops and seminars

- System Administration
- MCSE Exam Preparation
- Computer Training
- Web Design
- Medical Coding
- Vascular Ultrasonography
- Massage Therapy
- Grant Writing workshops for the community
- Zig Ziglar Training (supervision and management)
- International trade training
- Call Center Management and 911 Services
- Specialized foreign language for business (immersion format)
- Distinguished Speaker's Series

Increase the number of reimbursable Coordinating Board approved courses in continuing education

Key Objective: Increase the infusion of an international perspective at ACC to provide students with a global perspective and to better serve community needs

Integrate global implications related to specific subject matter into the curriculum

Develop activities and programs which serve the international community in Austin as well as business and industry needs.

Expand, strengthen and develop language immersion and English as A Second Language programs to better serve the community

Collaborate on a strategy, action plan and activities to better serve international students at ACC

Develop partnerships with countries such as Mexico and Germany that, because of their community connections, benefit students, faculty, staff, and the business community

Develop opportunities for ACC students to participate in international programs

Develop faculty exchange opportunities

Key Objective: Create learning communities within ACC to enhance student learning and strengthen inter-connections between students at ACC

Implement a comprehensive system to integrate learning communities into ACC's instructional programs by developing paired classes as appropriate to enhance developmental education, block scheduling groups of students with similar needs, and offering interdisciplinary courses.

Create an Honors program to provide an enriched learning environment for students to achieve specific academic goals

Integrate service learning into the disciplines to link classroom learning and community applications

STRATEGIC PRIORITY 2: EXPLORE INSTRUCTIONAL DELIVERY ALTERNATIVES FOR COURSES AND PROGRAMS TO ENSURE INSTRUCTIONAL FLEXIBILITY

Key Objective: Increase integration of technology into the teaching and learning processes

Focus instructional development initiatives on integrating technology into specific curricular areas that have demonstrated high levels of community need (e.g., geology, semi-conductor, manufacturing, developmental education, foreign language)

Develop open-access computer facilities, computer-based classrooms and computer laboratories to support technology-based instruction specific to curricular areas (e.g., geology, semi-conductor manufacturing, developmental education, foreign language, etc.).

Develop implementation strategies for the effective use of Learning Resource Centers to support alternative course delivery (e.g., providing collaborative study spaces with technology support, expanding materials collection, expanding Instructional Technology and Development support, etc.).

Develop program/task force- level analyses of the impact of technology on instructional delivery and plan for the integration of technology into each instructional area

Key Objective: Increase accessibility of courses and programs through technology

Plan for the comprehensive implementation of V-Tel instruction, web-based courses, and ACC's participation in the Virtual College of Texas and other net-based instructional delivery consortia

Develop degree programs offered through multiple distance learning formats in areas that are identified to have local, state, or national markets.

Webmaster Certificate Program (Continuing Education)
Professional Accounting Degree
Accounting Technician Degree
Accounting Clerk Certificate
History
Technical Communications
Health Sciences
Computer Information Systems

Develop a strategy to implement video-on-demand and streaming video technology capabilities that allow for on-demand training

Expand cable access systems carrying ACC programs to reach more potential students

Key Objective: **Increase instructional delivery options for students**

Develop a coordinated strategy to systematically award college credit for experiential learning and previous life experience

Implement a comprehensive Week-end College by offering degree programs in targeted degree areas.

Expand work-place internship opportunities for students

STRATEGIC PRIORITY 3: IMPROVE STUDENT RETENTION AND EDUCATIONAL GOAL COMPLETION OF STUDENTS ATTENDING ACC

Key Objective: Implement integrated enrollment management system which includes educational planning and the early identification and support of educationally at-risk students

Implement new student services model addressing needs related to facilities, equipment, staff, and training

Revise counseling functions from specialists to generalists and add staff positions to perform non-counseling activities

Key Objective: Ensure that ACC has the educational programs and support services to improve the opportunity for students to meet their educational goals

Analyze the outcomes related to under prepared students and develop programs and services to assist them in attaining their educational goals

Develop web-based access to admissions, registration, orientation, and other student support services

Key Objective: Increase the number of students who transfer to 4-year colleges and universities

Establish campus-based Transfer Centers to increase information available on transfer and engage in systematic transfer placement

Collaborate with other colleges and universities to develop comprehensive web-based articulation guides and other informational strategies

Key Objective: Implement a systematic job placement program linked to students exiting workforce education programs

Increase career planning and integrate it with educational master planning

Increase opportunities for students to participate in workforce internships that will enhance their ability to get jobs in their chosen field of study

STRATEGIC PRIORITY 4: EXPAND STUDENT RECRUITMENT EFFORTS TO INCREASE ACCESS TO HIGHER EDUCATION FOR THE ACC SERVICE AREA

Key Objective: Promote access of under served populations to ACC programs

Develop linkages between student services, students outreach, and ACC's adult education populations to encourage transition to higher education programs at ACC

Involve diverse faculty and staff in community outreach efforts to reach out to minority communities

Develop specialized outreach and retention programs for educationally at-risk students

Increase outreach efforts throughout the service area, especially to under-served populations

Expand financial assistance programs to assist economically disadvantaged students in meeting their educational costs.

Key Objective: Ensure a consistent message is effectively communicated to ACC's constituencies through expanded promotional efforts that match ACC's programs and services to the needs of targeted populations

Explore expanded use of television, radio, and new and emerging technologies such as the Web in promotional efforts

Develop marketing support activities, materials, and other resources that promote programs such as a speaker's bureau or workforce-connected alumni association

STRATEGIC PRIORITY 5: DEVELOP FACILITIES THAT MEET INSTRUCTIONAL NEEDS THAT ARE RESPONSIVE TO IDENTIFIED COMMUNITY NEEDS

Key Objective: Implement facility improvements which support existing and new instructional programs identified in Strategic Priority 1

Build an advanced technology classroom facility, a health sciences facility, and complete additional phases of all campuses

Create additional classroom and support space for program growth and new programs

Renovate and retro-fit campuses in response to program changes and increases in the number of faculty

Key Objective: Implement facility improvements which directly and indirectly support instructional delivery alternatives

Increase the number of multi-media classrooms, interactive classrooms, and language labs

Expand Testing Centers, Learning Labs, Learning Resources services, computer centers, and instructional media support departments

Key Objective: Provide adequate space for students including student support services, student study areas, food service, student activities, and parking

Key Objective: Address identified deferred maintenance needs on a systematic basis

STRATEGIC PRIORITY 6: EXPAND RELATIONSHIPS WITH THE COMMUNITY REGARDING INSTRUCTION

Key Objective: Increase linkages between all workforce education programs and business and industry

Implement a faculty externship program between ACC workforce faculty and business and industry

Provide opportunities for ACC to be represented on sector-related business and industry committees

Key Objective: Increase linkages between ACC and the entire educational community

Respond to high demand occupations by creating TechPrep articulation agreements between K-12 and ACC, including in Biotechnology and Health Sciences

Revise existing Tech Prep agreements to reflect curriculum changes mandated by the Coordinating Board in the Workforce Education Course Manual (WECM)

Increase Early College Start partnerships with high schools throughout the service area

Expand MITC (Multi-Institution Teaching Center) programs, services, and facility in Williamson County

Key Objective: Increase linkages with community organizations

Implement campus-based community advisory committees

Develop partnerships with the Austin arts community, including museums, dance and drama organizations, the film and music industries

STRATEGIC PRIORITY 7: ENSURE CONTINUED HIGH QUALITY TEACHING THROUGH EXPANSION AND CONTINUOUS RENEWAL OF A STRONG CORE OF PROFESSIONAL FACULTY

Key Objective: Increase proportion of sections taught by full-time faculty, especially in critical core areas

Implement 3-year hiring plan to expand the number of full-time faculty by 60

Explore further expanding hiring in critical core subject areas based on an analysis of need

Key Objective: Ensure all faculty have the skills and knowledge needed for effective teaching

Plan and implement comprehensive faculty development services and programs to both full time and adjunct faculty at each campus

Provide faculty development training through alternative delivery systems including the web, video conferencing, on-line training and other means

Plan and implement comprehensive orientation and mentoring program for new faculty to ensure teaching effectiveness

Create faculty development plans that focus on discipline-specific professional development in the teaching area as well as general teaching and learning

Tie skills and technical training to the performance evaluation process, including the development of competency matrices

Expand curriculum development support provided by the Instructional Development Centers

STRATEGIC PRIORITY 8: ENSURE INCREASED OPERATING EFFECTIVENESS THROUGH IMPROVED INTERNAL ADMINISTRATIVE PROCESSES, A STRENGTHENED INFRASTRUCTURE, AND CONSISTENT USE OF INFORMATION FOR PLANNING AND DECISION MAKING

Key Objective: Increase the ability of the College to plan effectively by developing an integrated master plan for instruction, facilities, human resources, technology, and budgeting

Develop a comprehensive 3-year technology plan that deals with all aspects of technology from an institution-wide perspective, including instructional area plans for the incorporation of technology into the curriculum

Develop a comprehensive staffing plan and increase the diversity of the faculty and staff, through active promotion and search strategies

Key Objective: Re-allocate existing budget funds to improve efficiency of the college

Key Objective: Provide a strategy to ensure non-faculty staff development to increase employee effectiveness

Ensure comprehensive skill-based job descriptions, orientation and on-going training opportunities to develop leadership skills and to enhance performance

Employ technology in the delivery of training and enhance access to training on an as-need basis

Develop employee recognition programs

Key Objective: Ensure administrative processes and procedures are consistently defined and implemented

Complete the development of a consistent set of administrative rules to assure that the College's "One College" concept is implemented and that fragmented, non-productive practices are minimized

Implement a systematic method to analyze internal processes (TQM, CQI) to improve operating procedures

Key Objective: **Ensure that the internal and external College community has access to the information necessary to improve college services and program effectiveness**

Evaluate information needs college-wide and develop a plan to ensure information is available when needed through a system of web-based reports and query capability

Ensure the implementation of Datatel brings consistency to data by developing standards and procedures based on best practices

Key Objective: **Ensure the College meets the institutional effectiveness and planning requirements related to accrediting agencies, government regulations and ACC Board policies.**

Institutionalize quality indicators of performance college-wide, including review of all programs, functions, and sectors of the college

Ensure college-wide implementation and integration of institutional effectiveness and planning processes at the unit level by developing a comprehensive, systematic approach

STRATEGIC PRIORITY 9: ENSURE THAT THE COLLEGE HAS THE RESOURCES TO PROVIDE EXCELLENCE AND QUALITY IN ALL PROGRAMS NEEDED BY THE COMMUNITY

Key Objective: Expand the tax base by encouraging voluntary annexation of areas within the College's service area that are not formally a part of the District

Key Objective: Increase the tax rate to improve delivery of college program and services in areas of identified community need

Key Objective: Implement a plan to enhance public sector and private financial resource acquisition

Implement a capital campaign under the leadership of the College Foundation

Expand pursuit of governmental funding opportunities at the local, state, and federal levels